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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: July 2013

RAMP UP North conducts a citizen report card survey on the Taloqan R3 *Parking Lot Construction and Park Improvement* project.
– July 03, 2013



AUGUST 15, 2013

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: JULY 2013

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ABBREVIATIONS

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSC	Citizen Service Center
DAI	Development Alternatives, Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
IFMS	Integrated Financial Management System
LED	Local Economic Development
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NAPWA	National Action Plan for the Women of Afghanistan
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-Based Training
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

TERMS

<i>Gozar</i>	Neighborhood
<i>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qabala</i>	Property ownership documents
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Zarang</i>	Three-wheel, motorized vehicle

PROGRAM OBJECTIVES AND RESULTS

ABOUT RAMP UP NORTH

Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: 1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials; 2) markedly improve the delivery of municipal services to citizens in target municipalities; and 3) increase municipal capacity to enable, support and sustain economic growth.

As a result of the program, Afghans citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process and see local governance structures as legitimate.

EXECUTIVE SUMMARY

RAMP UP North continued to implement the *Safayi* registration initiative in all 12 municipalities. With RAMP UP North support, municipal officials began implementing the *Safayi* Registration Communications Plans in order to expand community awareness and acceptance of the initiative. By the end of the month 23,091 land parcels had been registered across 12 municipalities, despite the impact of *Ramadan* on working hours in several municipalities.

RAMP UP North continued to support the ongoing business registration and licensing process and by the end of the month a total of 8,449 businesses had been licensed across 11 municipalities. Embedded Advisors (EAs) also continued to support the local economic development (LED) initiative by preparing for Workshop IIIs scheduled for August and September.

Work continued on Sustainable Service Delivery Improvement Projects (SSDIPs), with various rounds being implemented in 8 municipalities. EAs continued to provide ongoing technical assistance to municipal staff to monitor completed Round 2 (R2) projects and to complete submittal documents for district-municipality Round 1 (R1) and Round 5 (R5) projects.

RAMP UP North EAs continued to provide technical assistance and support to municipalities in developing plans and bills of quantities (BoQs) for high-priority municipal development budget projects.

Work also continued on the Citizen Service Centers (CSCs), with regional office technical staff completing project concepts and proposals and continuing the process mapping of services and functions to be provided through the centers.



Refresher training conducted for *Safayi* registration surveyors in Aqcha.
- July 18, 2013



The Pul-e-Khumri Deputy Mayor and RAMP UP North EAs conduct a site visit of the R4 Sports Stadium Improvement project.
- July 24, 2013



Visit to R4 Mini-Football Field Construction project with Sar-e-Pul Mayor. - July 01, 2013

CLIN I - CAPACITY BUILDING

Capacity Building of GIRoA Officials at Municipal Level

SKILLS TRAINING THROUGH PROJECT IMPLEMENTATION

RAMP UP North emphasizes an experiential, “learning-by-doing” approach to capacity building with the Sustainable Service Delivery Improvement Projects (SSDIPs) serving as the primary training platform. Functional skills training, including on-the-job training and technical assistance, focus on developing the practical skills necessary to enable municipal staff to more effectively perform their daily tasks and responsibilities.

RAMP UP North provided capacity strengthening through on-the-job and practical training in conjunction with SSDIP projects. Highlights are noted below.

SSDIP Round One (R1) Capacity Strengthening

- Throughout the month, RAMP UP North Embedded Advisors (EAs) were busy supporting the **Khulm R1 Bus Terminal Construction** project. On July 01, 2013, the Engineering Advisor conducted a meeting with the Khulm Mayor to discuss the water supply. The municipality plans to supply water to the terminal from the Bagh-e-Jahanumah (garden) via a new pipe line. EAs also coordinated work on the project scope-of-work (SoW), developed in coordination with the Khulm Municipality and citizens. The SoW was confirmed by all participants who not only pledged their support of, but also their collaboration on the implementation, sustainability and maintenance of the project. On July 17, 2013, the Mayor and Service Delivery Advisory Group (SDAG) members signed the documents. On July 24, 2013, the bid opening and bid evaluation for the project was conducted by RAMP UP North with the participation of municipal officials, District Head and SDAG members. The Mayor expressed appreciation for RAMP UP North’s support and for the transparent and democratic process used in project implementation. The project is scheduled to begin in August.
- In mid-July, members of RAMP UP North’s Regional Office team met with the **Aqcha** Mayor and municipal officials to discuss the R1 **Trash Collection** project. The Mayor stated that the trash bins had been ordered and 7 of the 32 bins have been fabricated. The project is scheduled to begin in August.
- RAMP UP North Embedded Advisors (EAs) conducted a meeting with **Andkhoy** municipal officials to inform them that the R1 **Bus Terminal Construction** project had been approved. The design and BoQs for the municipal contribution which includes the construction of offices, a restaurant and latrines, were completed with the assistance of the Andkhoy Engineering Advisor and submitted to municipal officials for procurement. Municipal officials sent a letter to the Governor’s Office requesting approval for the municipal contribution. In the response, the Governor assigned a group of engineers to assess the area and to provide an estimated budget for the proposed contribution.

SSDIP Round Three (R3)

- The EA facilitated a joint visit of **Sheberghan R3 Bukhdi Park Improvement and Sport Area Construction** project with the



Business license printing continues in Sheberghan. - July 22, 2013



Endorsement of the Khulm R1 Bus Terminal Construction project's CSOW. - July 17, 2013



Work continues on the boundary wall for Mazar-e-Sharif's R3 Bukhdi Park Reconstruction D8 project. - July 15, 2013



A final joint site monitoring visit is conducted for the Sheberghan R3 Bukhdi Park Improvement and Sports Area Construction project. - July 18, 2013

Sheberghan Municipal Construction Manager on July 01, 2013. The purpose of the visit was to provide on-the-job training to the Municipal Construction Department engineers. On July 05, 2013, the **Sheberghan R3 Bukhdi Park Improvement and Sports Area Construction** project was completed. On July 18, 2013, the RAMP UP North EA facilitated a site visit with municipal officials in order to provide on-the-job training on how to conduct a final project site visit including ensuring defects were cleared.

- RAMP UP North EAs organized a joint monitoring of the **Taloqan R3 Parking Lot Construction and Park Improvement** project with the Taloqan Municipal Engineer on July 02, 2013. They found that work on the roof truss and tile installation was nearly complete, the fence was painted and the painting of the roof truss and the installation of columns for the gates was ongoing.
- The **Aybak R3 Family Park Construction** project was monitored jointly by RAMP UP North EAs and the Municipal Design Engineer on July 02, 2013. The group found that the installation of playground equipment was 80% complete and that work on the fence, surrounding wall, latrines and sidewalks was complete. The work was found to be of good quality. Additional unskilled construction laborers will be hired to complete the project.
- In **Maymana**, RAMP UP North EAs coordinated the final inspection of the R3 **Wheat and Flour Market Improvement** project on July 23, 2013. The Mayor, municipal officials, SDAG and Project Beneficiary Group (PBG) members participated in the inspection and a list of minor defects was noted on the construction punch list. This list was provided to the subcontractor with instructions to clear the list by July 31, 2013. The RAMP UP North team and Municipal Engineer continued to monitor the project until the defects were cleared.

SSDIP Round Four (R4) Capacity Strengthening

- The RAMP UP North Advisor facilitated a meeting to discuss the R4 **Bus Terminal Construction** in **Sheberghan**. Participants included managers from five private bus operators and municipal officials. The purpose of meeting was to discuss the role of these companies and their contribution to the public-private partnership (PPP) process. The Mayor provided details of the project to the participants and as a result, one travel company manager agreed to sign a contract to take part in the PPP process.
- In **Aybak**, the RAMP UP North EA, municipal officials and SDAG members monitored the R4 **Mini-Football Field Construction** project on July 08, 2013, and agreed with the subcontractor that one small section of the boundary wall would be removed and rebuilt. In a follow-up visit, the Municipal Design Engineer reminded the subcontractor to provide quality cement and to use the correct ratio of cement to sand.
- RAMP UP North EA also provided on-the-job training relative to proper concrete testing methods to the **Pul-e-Khumri** Municipal Engineer during a site visit to the R4 **Sports Stadium Improvement** project on July 17, 2013. The following week, a joint site visit was conducted with the Deputy Mayor. The Deputy Mayor checked all the elements of work progress and met with the subcontractor representative and laborers on site. He emphasized the importance of hiring local laborers and advised the subcontractor to closely monitor the curing process of stone and brick masonry and mortar because of



EAs conduct site visit of the Taloqan R3 Parking Lot Construction and Park Improvement project. - July 16, 2013



EAs facilitate a participatory monitoring site visit to the Aybak R4 Mini-Football Field Construction project. - July 16, 2013



EA meets with the Mazar-e-Sharif Mayor regarding the municipal contribution to the R4 "I" Park Construction D6 project. - July 30, 2013

the warm weather. He also expressed appreciation to RAMP UP North in supporting the municipality to delivery public services.

- In **Maymana**, RAMP UP North held a bid opening and evaluation for the R4 **Fruit and Vegetable Market Construction** project. A total of six bids were received and evaluated. As a result of the evaluation, four construction companies were short listed for final selection.

SSDIP Round Five (R5) Capacity Strengthening

- In **Aybak**, the RAMP UP North team met with the Deputy Governor and explained the project selection criteria and the SoW for the R5 **Bus Terminal Construction** project. The Governor endorsed the Provincial Development Committee (PDC) Certification of the project. Subsequently, RAMP UP North held the bid opening and bid evaluation with the participation of the Mayor, municipal officials and SDAG members. This process served as a capacity building exercise, enabling municipal officials and citizens to conduct transparent bid openings. For this project, three of six proposed providers were deemed eligible. From the three eligible bidders, a contract will be awarded to the bidder offering the “best value,” based upon an evaluation of their respective bids against the technical requirements of the project.

REGIONAL WORKSHOPS / TRAININGS / CONFERENCES

Functional skills training learned through SSDIP implementation is reinforced through a companion series of workshops as well as conferences and other trainings.

From July 29-30, 2013, RAMP UP North held a second *Safayi* Registration Workshop in the Mazar-e-Sharif regional office. This second training was conducted by the RAMP UP North Technical Program Team (TPT) for embedded staff involved in the *Safayi* initiative, including the Revenue Enhancement and Economic Development Advisors and Public Outreach Advisors. These advisors work in 12 municipalities in northern Afghanistan (**Andkhoy, Aqcha, Aybak, Faizabad, Khulm, Kunduz, Maymana, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan and Taloqan**).

The purpose of the *Safayi* registration system is to register properties within each municipality. This uniform approach of property registration will ultimately serve to provide a stable and reliable revenue platform for municipalities that will, in turn, enable them to provide improved and expanded services to citizens. Information on each property is being entered into the Integrated Financial Management System (IFMS) software program.

This training was aimed at identifying and responding to challenges encountered by survey teams in the field. It also reinforced previous training topics related to *Safayi* registration, including: property registration and *Safayi* tax collection; property registration-phases of operations; IFMS database; Property Registration Manual; and a mapping presentation by RAMP UP North’s Geographic Information System (GIS) Team. Participants also reviewed the field survey process including a critical review of the forms that are being used.

MUNICIPAL BUDGET DEVELOPMENT

RAMP UP North advisors continue to support the municipalities in finalizing their annual budgets for 1392 (2013) and following up on the approvals process.



RAMP UP North TPT meets with Pul-e-Khumri Mayor and municipal officials regarding CSC coordination and the potential for a R5 project. – July 31, 2013



USAID's Contracting Officer's Representative (COR) presents a certificate to a *Safayi* registration training participant. – July 30, 2013



EA meets with the Mazar-e-Sharif Mayor regarding the Public Budget Meeting. - July 30, 2013



Maymana Municipal Budget Meeting - July 23, 2013

On July 6, 2013, the final RAMP UP North support municipality (**Maymana**) received final budget approval. During the month, five municipalities (**Khulm, Kunduz, Maymana, Sheberghan** and **Taloqan**) held Public Budget Meetings. During these meetings, municipal officials reviewed the approved budget as well as the status of the development budget projects.

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Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	OAA Approval	MoF Approval	Public Budget Meeting
Andkhoy	21-Feb-13	None	27-Feb-13 / 31-Mar-13	15-Apr-13	16-Apr-13	19-May-13	01-Jun-13	06-Jun-13	26-June-13
Aqcha	18-Dec-12	09-Jan-13	13-Jan-13	15-Jan. 15	18-Jan-13	26-Mar-13	10-Apr-13	06-May-13	-
Aybak	21-Jan-13	02-Dec-12	26-Jan-13	05-Feb-13	07-Feb-13	20-Feb-13	11-Mar-13	18-Mar-13	17-Apr-13
Faizabad	06-Jan-13	30-Dec-12	24-Jan-13	30-Jan-13	16-Feb-13	04-Apr-13	16-Apr-13	24-Apr-13	13-May-13
Khulm	21-Jan-13	26-Jan-13	26-Jan-13	28-Jan-13	12-Feb-13	07-Apr-13	15-Apr-13	22-Apr-13	24-Jul-13
Kunduz	23-Dec-12	02-Jan-13	22-Jan-13	29-Jan-13	02-Feb-13	23-Apr-13	07-May-13	14-May-13	08-Jul-13
Maymana	20-Jan-13	26-Dec-12	10-Mar-13	03-Apr-13	21-Apr-13	16-Jun-13	02-Jul-13	06-July-13	23-Jul-13
Mazar-e-Sharif	10-Jan-13	12-Jan-13	20-Jan-13	21-Jan-13	26-Jan-13	12-Mar-13	19-Mar-13	02-Apr-13	-
Pul-e-Khumri	13-Dec-13	17-Dec-12	23-Jan-13	05-Feb-13	10-Feb-13	20-Feb-13	09-Mar-13	16-Mar-13	09-Apr-13
Sar-e-Pul	23-Dec-13	13-Jan-13	24-Jan-13	05-Feb-13 / 06-Apr-13	02-May-13	06-May-13	05-Jun-13	17-Jun-13	-
Sheberghan	03-Dec-12	06-Jan-13	29-Jan-13	29-Jan-13	25/31-Mar-13	19-May-13	21-May-13	10-Jun-13	04-Jul-13
Taloqan	26-Nov-12	30-Dec-12	30-Jan-13	27-Feb-13	04-Mar-13	12-Mar-13	09-Apr-13	01-May-13	11-Jul-13

**Double-date entries show the dates for the initial submission and the resubmission date, following clarification and/or revision where requested of the Municipality.*

CLIN II - SERVICE DELIVERY

Support GIRoA in Delivering Services to Citizens and in Enhancing Citizens' Perception of Municipal Governance

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.

Round One (R1) Projects

All R1 projects in the nine provincial municipalities have been completed and handed over to the respective municipalities. By the end of the month, the R1 project proposals for **Andkhoy** and **Aqcha** were approved by the USAID Contracting Officer's Representative (COR), and the final proposal for Khulm was in final review, awaiting the PDC.

Round Two (R2) Projects

RAMP UP North regularly monitored the completed R2 projects, with participation from both the community and the municipality. Monitoring visits are schedule each month for six months after the end of a project.



Ribbon cutting ceremony for the Pul-e-Khumri R2 Family Park Construction project
- July 08, 2013



Sheberghan municipality installed solar lighting in the Bukhdi Park and Sports Area.
- July 11, 2013

Round Three (R3) Projects

Three R3 projects were completed during the month and work continued on another four. The Sar-e-Pul R3 Trash Collection project received vetting approval on July 24, 2013, for the tractor supplier. RAMP UP North immediately applied for non-expendable property (NXP) approval for the trailers. The project will start as soon as the NXP approval is received and the tractors and trailers are purchased.

The kick-off meeting for the **Faizabad R3 Water Well Construction**, which is part of the **Park Improvement and Parking Lot Construction** project, was held on July 8, 2013, with municipal officials, the subcontractor, engineers and SDAG members in attendance.

Round Four (R4) Projects

Work continued on seven R4 projects. By the end of the month, bids for the **Maymana Fruit and Vegetable Market Construction** project were opened and in the best-and-final-offer (BAFO) stage.

In early July, subcontractors implementing projects in **Aybak** and **Sar-e-Pul** were instructed to replace their skilled labor force due to unsatisfactory work. While in **Taloqan**, EAs reached an agreement with the Mayor to revert to the original site of the R4 **Children's Park Construction** project. The subcontractor resumed work on July 07, 2013.

Round Five (R5) Projects

The concept for the **Maymana R5 Grain Market Improvement (Phase II)** project was approved by the COR on July 10, 2013. Project proposals for the **Aybak**, and **Sheberghan** R5 projects were issued to the COR for review and approval. The COR approved the **Kunduz** proposal on July 21, 2013, and the subcontract documents were issued to DAI's Home Office to seek the Contracting Officers (COs) approval as the value exceeds \$150,000.

The RAMP UP North Projects Office completed design drawings and the BoQ for the **Mazar-e-Sharif Karti Khurasan Park Construction (D7)** project.

The following table outlines the progress of RAMP UP North SSDIPs and Citizen Service Centers (CSC) as of the end of July 2013.



Kick-off meeting for Faizabad R3 Water Well Construction project - July 08, 2013



Aybak R4 Mini-Football Field Construction project monitoring conducts. – July 02, 2013

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

Municipality	Project	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction	TBD	TBD	0%	COR approved Proposal July30. Subcontract documents issued to HO.
Aqcha	R1	Trash Collection	TBD	TBD	0%	Proposal approved by COR July15. Vetting approval received July24.
	CSC	Citizen Service Center	TBD	TBD	0%	Proposal issued to COR July23. Added purchase and installation of a new tank. Cost increase is approximately \$4,000.
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Public Latrines Construction and Rehabilitation	8-Aug-12	7-Feb-13	100%	CLOSED
	R3	Family Park Construction	1-Apr-13	30-Jul-13	98%	Excavating for septic tank and plastering boundary wall.
	R4	Mini-Football Field Construction	5-Jun-13	4-Sep-13	25%	Proposal approved by COR July30. Subcontract documents issued to HO.
	R5	Bus Terminal Construction	TBD	TBD	0%	Proposal to be developed. Survey to be carried out for Aybak to Mazar route.
	CSC	Citizen Service Center	TBD	TBD	0%	Proposal approved by COR July 07. Bids opened July 30.
Faizabad	R1	Trash Collection	1-Feb-12	7-Jun-12	100%	CLOSED
	R2	Latrines Construction	2-Oct-12	28-Feb-13	100%	CLOSED

	R2	Water Well Construction	18-Nov-12	15-Feb-13	100%	CLOSED
	R3	Park Improvement and Parking Lot	5-Mar-13	6-Jul-13	100%	Final inspection complete. Subcontractor clearing punch list.
	R3	Water Well Construction	1-Jul-13	1-Aug-13	13%	Subcontractor continued drilling.
	R4	Park Construction (D1)	18-Jun-13	17-Sep-13	6%	Continued excavation for boundary wall foundations and commenced stone masonry work.
Khulm	R1	Bus Terminal Construction	TBD	TBD	0%	RFP issued July 07. Bids opened July 24 and at BAFO stage. Proposal under review waiting signed PDC.
Kunduz	R1	Trash Collection			100%	CLOSED
	R2	City Park Improvement	10-Aug-12	15-Feb-13	100%	CLOSED
	R3	Drainage Rehabilitation	1-Apr-13	20-Jun-13	90%	Subcontractor installed 3,100 m out of 3,600. Subcontractor has accelerated work to an acceptable level
	R4	Market Stalls	NA	NA	NA	This project was developed and approved by the municipality. However, due to pressure by local citizens and area businesses, the municipality chose to cancel it.
	R5	Sports Stadium Improvement	TBD	TBD	0%	COR approved Proposal July 21. Subcontract documents issued to HO July 23. (CO approval required.)
Maymana	R1	Women's Park Improvement	22-May-12	7-Aug-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	20-Nov-12	100%	CLOSED
	R3	Wheat and Flour Market Improvement	17-Mar-13	30-Jun-13	100%	Final inspection by Mayor/SDAG and RU-N. Subcontractor to clear defects.
	R4	Fruit and Vegetable Market Construction	TBD	TBD	0%	Bids opened and at BAFO stage.
	R5	Grain Market Improvement	TBD	TBD	0%	COR approved Concept July 10. CSOW complete.
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	Engineering Advisor exploring alternatives to replace or repair tractor door.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	24-Jul-13	51%	Continued work on construction of gazebos and installing fences.
	R4	"I" Park Construction (D6)	5-Jun-13	4-Sep-13	19%	Constructing boundary wall.
	R5	Karti Khurasan Park Construction (D7)	TBD	TBD	0%	COR approved Concept June 27. RFP issued. Bid return date is August 08.
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	1-Oct-12	18-May-13	100%	CLOSED
	R3	Public Latrine Construction	7-Apr-13	30-Jul-13	81%	Continued tiling and fixing hand rails
	R4	Sports Stadium Improvement	5-Jun-13	4-Sep-13	43%	Subcontractor continued stone and brick masonry works.
	R5	Grain Market Improvement	TBD	TBD	0%	
Sar-e-Pul	R1	Public Park Improvement	25-Jan-12	25-Mar-12	100%	CLOSED
	R2	Wheat and Flour Market Improvement	8-Aug-12	30-Apr-13	100%	CLOSED
	R3	Trash Collection	TBD	TBD	19%	Received vetting approval July 24 for tractor supplier. Applied for NXP approval for trailers
	R4	Mini-Football Field Construction	5-Jun-13	4-Sep-13	13%	Continued installing boundary wall fence and PCC work at pergola base.
	CSC	Citizen Service Center				COR approved Concept July 07. Engineering SOW complete by July 22.
Sheberghan	R1	Trash Bin	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	30-Nov-12	100%	CLOSED
	R3	Bukhdi Park Improvement and Sports Area Construction	5-Mar-13	5-Jul-13	100%	PPP Lease Agreement signed but a delay is expected to allow the municipality to complete their contribution. Municipality contribution is 90% complete.

	R4	Bus Terminal Construction	18-Jun-13	17-Sep-13	26%	Subcontractor continued construction of boundary wall, well drilling and shuttering of septic tank.
	F5	Bukhdi Park Improvement (Phase II)	TBD	TBD	0%	COR approved Proposal July 30. Subcontract issued to HO.
	CSC	Citizen Service Center	TBD	TBD	0%	COR approved Concept July 07, and received Proposal July 21. Engineering SOW complete by July 22.
Taloqan	R1	Trash Collection	1-Feb-12	1-May-12	100%	CLOSED
	R2	City Park Improvement	8-Aug-12	15-Dec-12	100%	Received signed Sub-project Closeout and Final Acceptance Certificate.
	R3	Parking Lot Construction and Park Improvement	12-Mar-13	6-Jul-13	100%	Defect inspection to be scheduled.
	R4	Children's Park Construction	7-Jul-13	6-Oct-13	4%	Excavating latrine and boundary wall foundations

ENVIRONMENTAL COMPLIANCE

Projects implemented by RAMP UP North include four activity types, namely Municipal Solid Waste (MSW) Management, Sanitation and Latrines, Small-Scale Road Activities, and Small-Scale Infrastructure. Due to the relatively small-scale scope of these projects, as well as the low-impact construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

Embedded Engineers were instructed to review the EMMP for each ongoing subcontract and to report on actions taken or mitigations measures undertaken.

MUNICIPAL DEVELOPMENT BUDGET PROJECT SUPPORT

RAMP UP North technical staff and embedded advisors are working side-by-side with relevant municipal staff to provide the necessary functional training and technical assistance to implement one or more projects from each municipality's development budget; doing so will also serve to increase each municipality's budget execution rate.

On July 2, 2013, the final municipal budget (**Maymana**) was approved. Municipalities face numerous challenges in implementing their own projects, chief among them the extremely long budget approval process. With this in mind, RAMP UP North began assisting municipal officials in preparing design drawings and BoQs for proposed projects as soon as budgets were submitted to the Independent Directorate of Local Governance/General Directorate of Municipal Affairs (IDLG/GDMA) for approval. This is helping municipalities close the gap between budget approval and development project implementation.

RAMP UP North is supporting municipalities in the development of 37 municipal development budget projects with an estimated value of approximately 598 million AFN (or approximately \$10.4 million USD).

Throughout the month, RAMP UP North Embedded Engineers continued to work closely with their municipal counterparts and other municipal officials to draft designs, plans and BoQs for these high-priority municipal development projects. For example, The RAMP UP North Engineering Advisor provided on-the-job training to the **Sar-e-Pul** Construction Manager on July 28, 2013. Due to the training, the Construction Manager prepared 90% of the drawings and design of the **Grain Market** from the municipality's budget Code 25



EA meets with the Maymana Deputy Mayor to discuss lessons learned from the R1 Women's Park Improvement project. – July 02, 2013



EAs participate in the Provincial Development Council (PDC) meeting in Aybak. - July 30, 2013



Maymana Municipal Budget Meeting - July 23, 2013

Prioritized Project List (PPL). The *Grain Market* will be built in District 2 (D2).

As a result of RAMP UP North support, documentation on 19 municipal development budget projects has been completed in nine municipalities.

RAMP UP NORTH SUPPORTED MUNICIPAL DEVELOPMENT BUDGET PROJECTS

Municipality	#	Project Title	Estimated Budget (AFN)	Plans	Design	BoQ	Est. Start Date	Est. Completion Date
Andkhoy	1	3-Building Latrine Construction	3,000,000	100%	47%	35%	TBD	TBD
	2	Babur Park Improvement	750,000	100%	25%	0%	TBD	TBD
Aqcha	1	Solar Street Lighting	2,754,000	100%	100%	100%	TBD	TBD
Aybak	1	Office Surrounding Wall Construction (D3)	7,000,000	100%	100%	100%	TBD	TBD
	2	Grain Market Construction	5,581,774	100%	100%	100%	TBD	TBD
	3	Administration Building Expansion (D1)	4,000,000	100%	100%	100%	TBD	TBD
Faizabad	1	Kafshdozi Street Drainage	1,741,750	100%	100%	100%	01-Jul-13	TBD
	2	Trash Container Construction (D2)	163,343	100%	100%	100%	01-Jul-13	TBD
	3	Trash Container Construction (D5)	408,352	100%	100%	100%	01-Jul-13	TBD
Khulm	1	Khulm Intersection Construction	1250000	100%	90%	50%	TBD	TBD
	2	Green Park Construction	1250000	100%	0%	0%	TBD	TBD
	3	Sidewalks Construction	2,500,000	100%	0%	0%	TBD	TBD
Kunduz	1	Sidewalk Mosaic Installation	3,000,000	100%	100%	100%	TBD	TBD
	2	Culvert Construction	2,000,000	100%	100%	100%	TBD	TBD
	3	Park Construction (Saredawora town)	2,000,000	100%	100%	70%	TBD	TBD
Maymana	1	Road Graveling(D4)	494,916	100%	100%	100%	06-Mar-13	TBD
	2	Public Latrine (D5)	2,498,000	100%	80%	0%	06-Mar-13	TBD
	3	Public Latrine (D1)	2,000,000	100%	50%	0%	TBD	TBD
Mazar-e-Sharif	1	Office Construction (D5)	3,000,000	100%	100%	100%	TBD	TBD
	2	<i>Katibas</i> ¹ Construction	105,000,000	100%	100%	100%	05-Nov-12	03-Feb-12
	3	Stadium Land Surround	163,000,000	100%	100%	100%	05-Nov-12	03-Feb-12
Pul-e-Khumri	1	Municipal Office Fountain Construction	5,398,642	100%	100%	50%	TBD	TBD
	2	Chishma Shafa Guest House Construction	21,500,000	100%	100%	100%	TBD	TBD
	3	Women's Prayer Hall Construction	10,000,000	100%	100%	50%	TBD	TBD
	4	Gravelling of Kar Kar sub-streets	171,000,000	100%	100%	100%	TBD	TBD
Sar-e-Pul	1	Public Bath Construction	1,500,000	0%	0%	0%	TBD	TBD
	2	Public Latrine Construction (D2)	1,000,000	0%	0%	0%	TBD	TBD
	3	Administration Building Construction	30,000,000	100%	100%	100%	TBD	TBD
	4	Grain Market Construction (D2)	25,000,000	100%	70%	0%	TBD	TBD
Sheberghan	1	Tile and Brick Masonry Wall	1,074,570	100%	100%	100%	TBD	TBD
	2	Atahi Road Improvement	472,500	100%	100%	100%	01-May-13	26-Jun-13
	3	Bus Terminal Shops	2,500,000	100%	100%	100%	TBD	TBD
	4	Road Graveling (Yakabaq and Merwais Mina Roads, 5km)	3,600,000	100%	100%	100%	1-May-13	TBD
Taloqan	1	Takhar University Park Construction	1,500,000	100%	100%	100%	TBD	TBD
	2	Taloqan Shops Construction	7,431,715	100%	100%	100%	TBD	TBD

¹ Monument

3	Roundabout Construction	2,000,000	100%	100%	100%	TBD	TBD
4	Culvert Construction (different areas of city)	1,000,000	100%	85%	45%	TBD	TBD
TOTAL		37	596,342,562				

CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT

Support to the GIROA to Increase Revenue at the Municipal Level

SAFAYI REGISTRATION

Safayi registration (formerly referred to as property registration) is a major, fixed source of municipal revenue with strong potential for revenue enhancement. Thus, RAMP UP North is working closely with municipalities to survey, map and register properties in each municipality. As a result of this initiative, properties will be registered with the municipality, and property owners will pay their Safayi tax directly to a designated bank, with the payment being deposited directly into the municipality's bank account. As a result of this initiative, municipalities will enjoy a significant and stable source of revenue.

Safayi registration was ongoing in all 12 municipalities during the month of July. In addition to surveying and data entry, RAMP UP North EAs worked closely with municipalities to implement the *Safayi* Registration Communications Plans developed last month. Activities included meetings with key officials and community leaders to garner support for the initiative, as well as flyer distribution and media announcements. RAMP UP North also held a second *Safayi* Registration Workshop in the Regional Office located in **Mazar-e-Sharif**. This training was aimed at identifying and responding to challenges being encountered in the field and reinforcing previous training topics related to *Safayi* registration.

The RAMP UP North Advisor met with the **Andkhoy** District Head in early July, to discuss *Safayi* registration survey awareness in governmental institutions. The District Head promised to support *Safayi* registration surveyors. In addition, meetings were held with the Head of Haj and Auqaf Department and the Education Manager regarding the *Safayi* registration initiative to inform them of the process.

In **Aybak**, the RAMP UP North team met with the Head of the Pilgrims Department, the Head of Mosques and the Deputy of the Education Department. The purpose of the meeting was to discuss enhancing citizens' awareness of the *Safayi* registration survey and to seek their assistance in disseminating information regarding the *Safayi* registration survey through mosques and schools. As a result of the meeting, the Head of the Pilgrims Department asked the Head of Mosques to meet with all mullahs to increase citizen awareness through distribution of flyers and word of mouth. The Deputy Education Director noted the importance of public outreach activities for the successful implementation of *Safayi* registration. He asked for the assistance of the school principal and teachers in the dissemination of information. He also asked the RAMP UP North team for more flyers to be distributed in schools. A total of 800 flyers were printed and distributed in Aybak.

The RAMP UP North team conducted a meeting with the **Aqcha** District Head, Education Manager and municipal officials to share the *Safayi* registration initiative public awareness messages. As a result of the meeting,



Safayi registration field survey in Pul-e-Khumri - July 07, 2013



Safayi registration field surveying in Aqcha District 2 - July 09, 2013



RAMP UP North team meets with Government and municipal official, Kalantars and District Heads regarding *Safayi* registration survey in Andkhoy. - July 31, 2013

the District Head committed to cooperate with the surveyors and to task relevant reporting units to support the process in all *gozars* of Aqcha City. The Aqcha Municipal Administration Department issued official letters to the District Head Office, Education Department, Security Head Quarters, Pilgrims Department, *Kalantars* and mullahs. In addition, the RAMP UP North Regional Office Technical Program Team conducted on-the-job training for *Safayi* registration surveyors on: form completion; sketching parcel maps; calculating dimensions; and photography. RAMP UP North EAs monitored the *Safayi* registration survey process. The Regional Office team also met with *Kalantars* and the Head of the District to explain the initiative.

Safayi registration public outreach activities were implemented in **Kunduz**. RAMP UP North EAs held a meeting with the Acting Mayor and the Heads of D1 and D2 on July 01 and 02, 2013, to review the final versions of the public awareness announcements and plans for their distribution to build public awareness. Announcements were sent to: Kunduz local television for broadcast; Governor's Office for presentation to the Provincial Administrative Assembly Meeting on July 02, 2013; and to 46 mosques in D1 and D2. RAMP UP North EAs also organized a meeting with the Pilgrimage Department on July 14, 2013, to discuss *Safayi* registration outreach activities in mosques. Flyers were distributed to all mosques in Districts 1 and 2, and RAMP UP North EAs organized a meeting with the heads of these districts to address challenges encountered by surveyors. The issues were also shared with municipal officials.

On July 1, 2013, the RAMP UP North EA held a coordination meeting with the **Khulm** Mayor, the District Head, the Security Department Chief and the Provincial Council Representative to discuss the *Safayi* registration survey and communications plan. The District Head expressed his satisfaction with ongoing activities and promised to support the surveyors. The flyer design was shared with the Mayor for approval. RAMP UP North EAs also conducted a one-day training workshop for 30 members of the survey team on July 08, 2013, in advance of the field survey which began July 14, 2013. Additionally, as part of the *Safayi* Registration Communications Plan, the Khulm Mayor and RAMP UP North Public Outreach Advisor met with and issued official letters to the Education Department and Haj and Auqaf Department to explain the process. A total of 600 flyers were distributed to local schools. In addition, the RAMP UP North Public Outreach Advisor met with a representative of Women Affairs and the Head of Mosques and *Kalantars* on July 08, 2013, for the distribution of public awareness flyers throughout the municipality. Finally, RAMP UP North EAs conducted a meeting with the **Khulm** Mayor on July 31, 2013, to discuss *Safayi* registration. The Mayor expressed satisfaction with the ongoing survey process. RAMP UP North Public Outreach Advisors also met with the Mayor to review the *Safayi* registration banner. As a result, the banner has been installed on the main street of Khulm.

On July 1, 2013, RAMP UP North EAs and the **Maymana** Deputy Mayor met with the Deputy Governor to coordinate *Safayi* registration activities. The Deputy Mayor and the RAMP UP North team updated the Deputy Governor on the *Safayi* registration process and its progress to-date. The Deputy Governor expressed his support and committed to task all governmental departments to support the program. The Education Directorate and the Pilgrims Department were also included in the coordination efforts.

RAMP UP North Advisors assisted **Mazar-e-Sharif** municipal officials in finalizing letters for Governmental Offices in District 1 regarding the *Safayi* registration process. As a result of this assistance, the Municipality sent these letters to the Governor's Office, Education Department, Media, Pilgrims Department and local mosques. They also finalized a public letter to the



EA monitors *Safayi* registration surveyors in Aybak. – July 02, 2013



EAs meet with the Kunduz *Safayi* registration survey team to improve survey process. - Julv 15. 2013



RAMP UP North staff plan the *Safayi* Registration survey using a GIS map to identify *gozars* in Khulm. - July 15, 2013



Safayi Registration survey starts in Maymana. - July 14, 2013

citizens of District 1. RAMP UP North Advisors met with the District 1 Municipal Engineer to explain the GIS map numbering system used by *Safayi* registration. The *Safayi* registration survey started on July 07, 2013, after the MoU between RAMP UP North and the Mazar-e-Sharif Municipality was signed. On July 30, 2013, RAMP UP North EAs held a meeting with the Head and Administrator of Mazar-e-Sharif District 1, to discuss the *Safayi* registration process. The group reviewed registration forms as well as a map marked with the surveyed and planned surveyed areas marked on the map.

The RAMP UP North team continued public awareness activities in **Sar-e-Pul** City. In accordance with the *Safayi* Registration Communications Plan, 500 flyers were distributed to citizens with the assistance of *mullahs*, *Kalantars* and local elders. The Letter of Authorization for the survey teams was signed by the Mayor and sent to the Pilgrims Department, Education Department and National Security as well as RTV, in preparation for the start of the *Safayi* registration survey. In addition, the Mayor committed to an interview on local TV to discuss *Safayi* registration and to include information on it in the municipality's monthly newspaper. The team also met with the Head of Mosques regarding increasing public awareness about the initiative. As a result, the Head of Mosques promised support and committed to recommending that announcements be made in area mosques. The Sar-e-Pul Mayor signed the *Safayi* registration MoU on July 17, 2013.

The **Sheberghan** Mayor signed the MoU for *Safayi* registration on July 08, 2013. However, due to recent political unrest and related demonstrations, field surveying did not begin until July 24, 2013. On the first day of surveying, 14 surveyors surveyed 155 parcels. Prior to the start of the survey, RAMP UP North EAs facilitated an interview for the Mayor with the area media outlets in order to raise public awareness. The Mayor explained the *Safayi* registration process and its importance for the public and the municipality. He requested that citizens cooperate with the survey and answered questions raised by participants regarding both the *Safayi* and business registration initiatives. RAMP UP North EAs also met with the Head of District 2 and municipal officials to share *Safayi* registration public awareness messages. As a result of this meeting, the municipality's Administration Department issued official letters to the District Head's office, Education Department, Security Head Quarters, Haj and Auqaf Department, and Head of Mosques and *Kalantars* to ensure their awareness and support of the *Safayi* registration process.

RAMP UP North EAs conducted a meeting with the **Taloqan** Mayor regarding *Safayi* Registration outreach activities on July 02, 2013. They requested that the Mayor send letters to relevant provincial government officials to increase public awareness of the *Safayi* registration initiative.



EA meets with the Mazar-e-Sharif Head of District 1 regarding the *Safayi* registration process - June 17, 2013



EAs conduct meeting in Sheberghan to discuss *Safayi* registration public outreach activities. – July 15, 2013



Meeting with Taloqan Haj and Auqaf Department regarding *Safayi* Registration Communications Plan activities - July 08, 2013

SAFAYI REGISTRATION

Municipality	Total # of Parcels (Baseline)	Properties Registered Last Week	Properties Registered This Week	1392 YTD Registered Properties	1392 YTD Properties Registered as % of Total Parcels	1391 Total Revenue (Baseline)	1392 YTD Revenue	1392 YTD Revenue as % of 1391 Total Revenue
Andkhoy	7,743	40	-	130	2%	179,584	298,965	166%
Aqcha	6,227	-	146	1,709	27%	346,103	110,253	32%
Aybak	3,692	518	426	3,876	105%	2,264,976	250,519	11%
Faizabad	8,108	1018	980	3,480	43%	496,330	169,555	34%
Khulm	6,344	973	1,037	2,489	39%	114,560	82,340	72%
Kunduz	25,010	1,922	1,742	6,694	27%	11,824,572	4,044,859	34%
Maymana	11,501	1,181	1,274	3,863	34%	198,871	74,519	37%

Mazar-e-Sharif	8,150	945	1,038	2,935	36%	4,687,078	2,828,620	60%
Pul-e-Khumri	15,713	1,051	740	3,508	22%	1,185,928	106,218	9%
Sar-e-Pul	3,559	737	795	2,490	70%	354,503	9924	3%
Sheberghan	29,605	295	562	857	3%	806,753	134,835	17%
Taloqan	12,077	-	1,286	1,286	11%	2,257,652	525,940	23%
TOTALS	137,729	8,674	8,680	23,091	17%	24,716,910	8,636,547	35%

BUSINESS REGISTRATION AND LICENSING

Afghan municipalities do not receive financial transfers from the central government. Consequently, own-source revenues must fund municipal budgets and essential services. Increased revenues are therefore critical to the sustainability of service delivery improvements and increased citizen satisfaction with municipal government; however, until citizens believe that increased taxes and revenues will result in improved services, it can be expected that they will remain disinclined to fully contribute to municipal revenue generation plans. This situation is further exacerbated by a lack of transparency and pervasive corruption.

Increased revenue generation in municipalities is also critical if they are to implement and sustain the service delivery improvements and infrastructure that will be necessary to support economic growth and development and allow them to fully realize their economic potential. Toward this end, RAMP UP North is working with municipal officials in all twelve municipalities to implement business registration and licensing and provide municipal revenue staff with the necessary functional training to sustain the program.

RAMP UP North continued to support the business registration and licensing initiative in the 11 municipalities where it is being implemented. By the end of the month, a total of 8,449 business licenses had been issued. This represents 33% of the total number of businesses registered in Afghan Fiscal Year 1391.

The business registration survey was completed in **Sheberghan**, with a total of 3,135 businesses surveyed. All forms have been entered into the IFMS database. Municipal officials continue to print and distribute tariffs and licenses.

On July 2, 2013, the RAMP UP North team conducted a meeting with **Maymana Kalantars** to discuss the implementation of the business registration action plan. The team explained the business registration progress and requested the *Kalantars* support in encouraging citizens to apply for business licenses. As a result of the meeting, the *Kalantars* pledged their support.

In **Kunduz**, the business registration process, started June 03, 2013, was completed on July 02, 2013. A total of 4,681 businesses registered and data entry is ongoing.

The **Khulm** Municipal Business Registration and Licensing Department issued 150 licenses. The Municipal Revenue Manager is implementing the developed enforcement plan and assigned a team to monitor markets and other businesses in order to issue warnings to those who have not yet registered their business.

The RAMP UP North team met with the **Sheberghan** Mayor, municipal officials, District Heads and Municipal Revenue Manager on July 17, 2013, to discuss the business registration and license distribution process, as well as plans for the implementation of the enforcement plan. During the meeting, the



EA assists a data entry clerk in Taloqan with entering business licenses information into the municipal database. - July 25, 2013



Business license tariff distribution continues in Sheberghan. - July 18, 2013



EAs meet with the Aqcha Mayor to discuss the business registration and licensing initiative. - July 17, 2013

Mayor requested the Revenue Department to implement the enforcement plan as soon as possible.

The following table details progress on business registration and licensing. RAMP UP North began supporting the business registration and licensing process in **Andkhoy, Aqcha, Khulm, Kunduz, Maymana and Sheberghan** in late May 2013. Thus, the number of licenses issued year-to-date (YTD) and the percent of business registered in 1392 compared to 1391 will be lower in comparison to the **Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan** municipalities, where RAMP UP North has been working since 2012.



EA provides technical assistance to the Taloqan License Manager. – July 09, 2013

BUSINESS REGISTRATION AND LICENSING

Municipality	1390 Registered / Licensed Businesses	1390 Total Revenue	1391 Registered Businesses (Baseline)	1391 Total Revenue (Baseline)	1392 YTD Licenses Issued	1392 YTD Licenses as % of 1391 Registered Businesses	1392 YTD Revenue	1392 YTD Revenue as % of 1391 Total Revenue
Municipalities Assisted Starting Afghan FY 1391 (FY12)								
Aybak	1,395	335,400	1,924	420,343	965	50%	253,565	60%
Faizabad	884	202,000	2106	452,749	504	24%	232,650	51%
Pul-e-Khumri	3,300	1,701,650	3836	1,261,058	2,079	54%	1,182,600	94%
Sar-e-Pul	1,184	316,920	1555	229,800	630	41%	197,960	86%
Taloqan	1,600	700,000	4510	1,880,725	1,330	29%	1,203,484	64%
<i>Subtotals</i>	<i>8,363</i>	<i>3,255,970</i>	<i>13,931</i>	<i>4,244,675</i>	<i>5,508</i>	<i>40%</i>	<i>3,070,259</i>	<i>72%</i>
Municipalities Assisted Starting Afghan FY 1392 (FY13)								
Andkhoy	1,039	180,850	1,784	213,410	82	5%	17,309	8%
Aqcha	2,390	384,300	2,835	383,750	1,000	35%	230,470	60%
Khulm	300	49,410	210	42,000	256	122%	82,140	196%
Kunduz	3,516	1,105,000	3,516	931,150	227 ²	6%	95,300	10%
Maymana	1,843	250,040	1,843	195,790	670	36%	190,450	97%
Sheberghan	2,163	295,123	1,581	204,240	706	45%	113,475	56%
<i>Subtotals</i>	<i>11,251</i>	<i>2,264,723</i>	<i>11,769</i>	<i>1,970,340</i>	<i>2,941</i>	<i>25%</i>	<i>729,144</i>	<i>37%</i>
Totals	19,614	5,520,693	25,700	6,215,015	8,449	33%	3,799,403	61%

CITIZEN SERVICE CENTERS

RAMP UP North is working with municipal officials in four northern municipalities (Aqcha, Aybak, Sar-e-Pul and Sheberghan) to develop CSCs (often referred to as One Stop Shops). CSCs are a municipal communication and coordination mechanism that, if appropriately implemented with the full support of the Mayor, offers businesses and citizens streamlined access to municipal services, improved service delivery and enhanced customer service.

On July 31, 2013, RAMP UP North TPT members met with the **Pul-e-Khumri** Mayor to discuss the establishment of a CSC unit in the municipality. The team explained the benefits of such a unit to the Mayor who was impressed and promised his co-operation for the establishment of the unit.

RAMP UP North EAs in **Sar-e-Pul, Aqcha and Sheberghan** conducted a monthly citizen survey for the CSC on July 30, 2013. They interviewed 20 citizens to get information on the current status of services provided to citizens by municipality. The information collected was sent to the Regional Office for further processing.



Citizen survey conducts for CSC in Sar-e-Pul. - July 31, 2013

² This number was adjusted from 1,066 to 227 when it was discovered that the municipality had been including businesses licensed in 1391 in their reporting.

The following table captures progress to-date on the establishment of CSCs:

CITIZEN SERVICE CENTERS

ACTIVITY	AQCHA		AYBAK		SAR-E-PUL		SHEBERGHAN	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	31-May-13	100%	31-May-13	100%	31-May-13	100%	31-May-13
Baseline Surveys	90 %	10-Aug-13	90%	10-Aug-13	90%	10-Aug-13	90%	10-Aug-13
Process Mapping	70%	27-Jun-13	70%	27-Jun-13	70%	27-Jun-13	70%	26-Jun-13
Advisory Board	50%	27-Jun-13	50%	27-Jun-13	0%	27-Jun-13	50%	26-Jun-13
Services	75%	31-Jul-13	75%	31-Jul-13	75%	31-Jul-13	75%	31-Jul-13
Staffing	50%	31-Jul-13	50%	31-Jul-13	50%	31-Jul-13	50%	31-Jul-13
Regional Workshop	0%	31-Jul-13	0%	31-Jul-13	0%	31-Jul-13	0%	31-Jul-13
Communications Plan	75%	31-Aug-13	75%	30-Sep-13	75%	31-Aug-13	75%	15-Sep-13
Facility Design	100%	31-May-13	100%	31-May-13	100%	31-May-13	85%	31-May-13
Facility Procurement	0%	15-Jul-13	75%	15-Jul-13	0%	15-Jul-13	0%	15-Jul-13
Facility Construction	0%	31-Aug-13	0%	30-Sep-13	55% ³	31-Aug-13	0%	15-Sep-13

LOCAL ECONOMIC DEVELOPMENT (LED)

The goal of RAMP UP North's LED initiative is to build municipal capacity to manage local economic development. Economic Profiles have been developed for all provincial municipalities. Using these profiles as a springboard, RAMP UP North is developing full-scale Local Economic Development Strategic Plans for each of the six ring-road provincial municipalities. In doing so, RAMP UP North and its municipal counterparts will engage business leaders and citizens in building and strengthening the local economy.

RAMP UP North Advisors held a meeting with the new Revenue Manager in **Mazar-e-Sharif** Municipality. In this meeting, RAMP UP North advisors provided the Revenue Manager with an overview of the LED process and its objectives and the *Safayi* registration process in D1. The new Revenue Manager was also provided a copy of the municipality's economic profile to review.

In **Maymana**, RAMP UP North EAs facilitated a steering committee meeting to finalize the vision, mission and critical issues for LED. The group also discussed the creation of an LED unit within the Maymana Municipality. As a result, the committee finalized the vision and mission, as well as critical issues for LED, and the Mayor assigned an LED focal point. He will introduce the focal point by an official letter to GDMA.

The status of the LED strategic planning process is captured in the table below. A percentage indicates progress to date for a specific activity, while a date indicates the activity was completed as of that date.



LED Steering Committee meets to discuss the creation of an LED unit within the Maymana Municipality. - July 24, 2013



EA and Municipal Engineer conduct a participatory monitoring site visit of Aybak R3 Family Park Construction project. - July 16, 2013

³ Municipal Contribution

LED STRATEGIC PLANNING PROCESS STATUS

	PREPARATION		PROCESS IMPLEMENTATION				PRODUCT	
Milestones	Training-of-Trainers	Getting Started	Workshop I- Vision / Mission (Regional)	Workshop II Critical Issues (Field)	LED Municipal Conference	Workshop III-LED Interventions (Field)	Workshop IV- Strategic Plan Review (Field)	Final LED Strategic Plans
Municipality	Apr 22-24	April 25–20 June	June 3-27	June 17-18	August 11 – September 5	September 30 - October 17	November 30	
Aybak		4 June 13	June 5		30%	10%	5%	
Kunduz		12 June 13	June 26		30%	10%	5%	
Maymana		12 June 13	June 24		30%	10%	5%	
Mazar-e-Sharif		30 May 13	June 3		30%	10%	5%	
Pul-e-Khumri		4 June 13	June 10		30%	10%	5%	
Sheberghan		19 June 13	August 25		30%	10%	5%	

PUBLIC-PRIVATE PARTNERSHIPS (PPP)

Due to the limited potential of existing own-source revenues and shrinking international donor programs, municipalities have shown an increasing interest in exploring public-private partnerships to improve service delivery and revenue generation. This interest is evidenced in the implemented SSDIPs, as the municipalities are increasingly looking to the private sector to operate and/or manage municipal facilities, such as parks, public latrines, bus and taxi facilities, and markets. RAMP UP North is providing technical assistance to support municipalities in drafting the necessary agreements to formalize the public-private partnerships contemplated with their SSDIPs.

In July, one PPP was formed in **Sheberghan**. A total of nine PPPs, with an estimated value of more than 1.4 million AFN, have now been initiated with RAMP UP North support. In addition, four PPP projects (two in **Pul-e-Khumri**, one each in **Faizabad** and **Taloqan**) are underway and 17 are under consideration. The deadline for submitting proposals for the **Pul-e-Khumri R3 Public Latrine Construction** project PPP has been set for the end of August 2013. These PPPs not only provide fixed revenue for these municipalities, but, for the first time, also establish specific and measurable performance standards to which the private sector contractor can be held accountable. In terms of service delivery, these PPPs are providing clean and sanitary toilets for the convenience of the public, creating jobs for local residents and promoting private sector development.

The **Aybak** Municipality plans to improve and manage the **R3 Family Park Construction** project through a PPP. Improvements include: a guard room; park lighting; cemented parking lot; greening; and the construction of two shops for women to use to sell crafts. The BoQ is underway. The municipality is also seeking additional funding from the private sector.



EA meets with the Faizabad Administration Manager regarding the **R3 Park Improvement and Parking Lot PPP** procurement process. – July 31, 2013



A participatory monitoring conducts from the **Aybak R3 Family Park Construction** project. – July 30, 2013

PUBLIC-PRIVATE PARTNERSHIP STATUS

Municipality	Round	Project	Project End Date	PPP Signed	Agreement Duration	Est. Value (AFN)
Andkhoy	R1	Bus Terminal	TBD	Pending	TBD	TBD
Aybak	R2	Public Latrines	01-Oct-12	22-Mar-13	10 Months	70,000
	R2	Public Latrines	07-Feb-13	22-Mar-13	10 Months	36,000
	R3	Family Park	TBD	Pending	TBD	TBD
	R5	Bus Terminal	TBD	Pending	TBD	TBD
Faizabad	R2	Public Latrines	24-Feb-13	26-May-13	7 Months	140,000
	R3	Park and Parking Lot	TBD	In Process	TBD	TBD
	R4	Park (D1)	TBD	Pending	TBD	TBD
Khulm	R1	Bus Terminal	TBD	Pending	TBD	TBD
Kunduz	R2	Central Park	24-Apr-13	18-May-13	12 Months	210,000
	R4/R5	Sports Stadium	TBD	Pending	TBD	TBD
Maymana	R1	Women's Park	07-Aug-12	09-Apr-13	9 Months	45,500
	R2	Public Latrines	11-Aug-12	15-Jan-13	12 Months	41,000
	R3	Wheat and Flour Market	TBD	Pending	TBD	TBD
	R4	Fruit and Vegetable Market	TBD	Pending	TBD	TBD
Mazar-e-Sharif	R3	Bukhdi Park (D8)	TBD	Pending	TBD	TBD
	R4	"I" Park (D6)	TBD	Pending	TBD	TBD
	R5	Karti Khurasan Park (D7)	TBD	Pending	TBD	TBD
Pul-e-Khumri	R2	Family Park	9-Jun-13	In Process	TBD	TBD
	R3	Public Latrines	TBD	In Process	TBD	TBD
	R4	Sports Stadium	TBD	Pending	TBD	TBD
Sar-e-Pul	R2	Sar-e-Pul Wheat and Flour Market Latrine	17-Apr-13	21-Apr-13	8 Months	14,975
	R4	Mini-Football Field	TBD	Pending	TBD	TBD
Sheberghan	R2	Public Latrines	30-Nov-13	29-Mar-12	12 Months	41,100
	R2	Bukhdi Park and Sports Fields	05-July-13	10-July-13	12 Months	813,000
	R4	Bus Terminal	TBD	Pending	TBD	TBD
	R5	Bukhdi Family Park	TBD	Pending	TBD	TBD
Taloqan	R2	City Park	12-Dec-12	Pending	TBD	TBD
	R3	Parking Lot and Park	06-Jul-13	In Process	TBD	TBD
	R4	Children's Park		TBD Pending	TBD	TBD

GEOGRAPHIC INFORMATION SYSTEM (GIS)

RAMP UP North is using GIS to survey urban municipal boundaries and to provide basic identification of land use. Municipalities use this data to help manage Master Plans and to enhance revenue generation as they implement and manage new businesses and Safayi registration programs.

In July, the GIS team continued to support the *Safayi* registration process by making and printing maps to be used by survey teams. In late July, the GIS team held a meeting with **Aybak** municipal officials to discuss the *Safayi* registration survey and to work on the demarcation of city districts. Additional areas of **Pul-e-Khumri** and Aybak were also digitized and dispatched to the field. The GIS team also visited the **Taloqan** Municipality to provide GIS training for *Safayi* registration.



GIS map is used by *Safayi* registration field surveying teams in Pul-e-Khumri.
- July 07, 2013

GIS WORK PROGRESS

Municipality	Digitization	Total No. of Land Parcels	Identification of Sub-district Boundaries	No. of Sub-districts per Municipality	Quality Control Completed
Andkhoy	100%	9,553	100%	4	100%
Aqcha	100%	6,227	100%	2	100%
Aybak	100%	5,210	100%	2	100%
Faizabad	100%	9,236	100%	6	100%
Khulm	100%	6,741	100%	4	100%
Kunduz	100%	29,285	100%	8	5%
Maymana	100%	13,331	100%	10	2%
Mazar-e-Sharif	100%	73,130	100%	10	-
Pul-e Khumri	100%	24,213	100%	4	100%
Sar-e- Pul	100%	9,426	100%	5	100%
Sheberghan	100%	35,000	100%	4	-
Taloqan	100%	17,796	100%	6	-
TOTALS		227,148		65	

REVENUE GENERATION ACTION PLANS

A RAMP UP North EA held a meeting with the new **Mazar-e-Sharif** Municipal Revenue Manager to discuss the Revenue Generation Action Plan (RGAP) as well as the *Safayi* registration survey process. Copies of the RGAP and the municipal revenue and expenditure chart of accounts were shared with new Revenue Manager in order to help him implement the RGAP.



EA meets with the new Mazar-e-Sharif Municipal Revenue Manager to discuss the Revenue Generation Action Plan. – July 25, 2013

CROSS-CUTTING ACTIVITIES

Sustainable Service Delivery Improvement Projects serve not only as the center piece for municipal capacity building, but also as the foundation for community engagement and enhanced revenue collection. Major cross-cutting activities include community engagement, expanding the role of women, and transparency and stakeholder ownership.

The Regional Office Community Engagement Team and EAs continued to support citizen engagement activities in each municipality. While many ongoing activities (citizen report cards and pre- and post-project surveys) were supported, a key activity this month was to implement the *Safayi* Registration Communications Plans for all 12 municipalities. Activities, including working with municipal officials and community leaders to share information about the initiative through mosques and schools, are highlighted below.

Citizen Monitoring

The RAMP UP North team, **Sheberghan** municipal officials and SDAG and Project Beneficiary Group (PBG) members conducted a sustainability check of the R2 **Public Latrine Construction** project on July 02, 2013. The group found that the subcontractor was fulfilling maintenance responsibilities for the park and its facilities.

The final citizen monitoring and handover ceremony of the R3 **Bukhdi Park Improvement and Sports Area Construction** project were held concurrently on July 24, 2013. During this monitoring, SDAG members and municipal officials checked the completed activities of the project. After RAMP UP North handed the park over to the municipality, the municipality handed the management of the park over to a lessee through a PPP management agreement.



Final visit and handover ceremony conducted for the Sheberghan R3 **Bukhdi Park Improvement and Sports Area Construction** project. – July 24, 2013



EAs and citizens conduct a sustainability monitoring of the Aybak R2 **Public Latrine Construction and Rehabilitation** project. – July 24, 2013

RAMP UP North EAs also conducted a citizen monitoring of the R4 **Bus Terminal Construction** project. The purpose of this visit was to monitor the on-going and completed activities and to provide recommendations for the remaining work of the project. During this visit the RAMP UP North Engineer provided technical information about the project to SDAG and PBG members.

Community Engagement

RAMP UP North EAs conducted a sustainability monitoring of the **Aybak R2 Public Latrine Construction** project on July 24, 2013. The monitoring team commended the PPP management lessee for improved management of the latrine, including the timely emptying of the septic tank.

Citizen Report Cards

During the month, the **Faizabad** RAMP UP North EAs conducted a third Citizen Report Card survey on the R3 **Park Improvement and Parking Lot** project. A total of 30 citizens were surveyed.

RAMP UP North EAs conducted a second Citizen Report Card survey in **Taloqan** on the R3 **Parking Lot Construction and Park Improvement** project. This survey is completed and data entry is ongoing.

In late July, RAMP UP North EAs conducted a CSC citizen survey in **Aybak**. The purpose of the survey was to get feedback from citizens on challenges they face with accessing municipal services. The collected data from 50 citizens was submitted to the Regional Office for further analysis.

Pre- and Post-project Surveys

RAMP UP North team arranged a lessons-learned meeting in **Maymana** to share the results of pre- and post-project surveys of the **R1 Women's Park Improvement** project. The RAMP UP North team explained the surveys to participants, and the Deputy Mayor emphasized the importance of the survey results in understanding the views of citizens.

Report card surveys were completed in **Faizabad** and the data was shared with the Regional Office for further review. A report card survey for the **R3 Park Improvement and Parking Lot** project was started.

Citizen Engagement Via Media

RAMP UP North EAs conducted a coordination meeting with the **Kunduz** Acting Mayor on July 01, 2013, to review the announcements to be shared with local mosques, relevant government departments and the media regarding the *Safayi* registration process. On July 24, 2013, Public Outreach Advisors met with the Deputy Head of District 2, representatives of the Teacher Training Center and mosques regarding the distribution of *Safayi* registration flyers. As a result, 500 flyers were distributed.

Before starting the *Safayi* registration survey, the RAMP UP North advisor conducted public awareness activities in **Andkhoy**, including visiting schools, and area residents. The RAMP UP North EA also met with the mayor, Municipal Administration Manager and *Kalantars*. The purpose of the meeting was to provide public awareness for the citizens. As a result, *Kalantars* pledged their support for *Safayi* registration surveyors. During the meeting, RAMP UP North Advisor requested the mayor to announce the *Safayi* registration survey through local media. The mayor stated that he would arrange a media interview soon.

RAMP UP North team conducted public awareness activities in **Andkhoy** with the cable network and through announcers. The RAMP UP North team developed an audio piece with information on the *Safayi* registration survey. This awareness clip will be broadcast on the local cable network. In addition, the RAMP UP North team met with vendors and citizens to increase



EAs and citizens monitor the Faizabad R3 Park Improvement and Parking Lot Construction project. - July 24, 2013



Flyers promoting *Safayi* Registration are distributed in a Kunduz school. - July 15, 2013



EA meets with the Andkhoy Mayor regarding *Safayi* Registration Communications Plan and public awareness activities. - July 09, 2013



EAs meet with *Kalantars* to discuss *Safayi* registration outreach activities in Sheberghan. - July 23, 2013

awareness of the *Safayi* registration survey and helped distribute flyers to the citizens of **Andkhoy**.

The **Taloqan R3 *Parking Lot Construction and Park Improvement*** project public-private partnership (PPP) bidding was announced by Takhar Television and Radio.

On July 24, 2013, RAMP UP North EAs in **Sheberghan** facilitated a meeting with *Kalantars*, *mullahs* and municipal officials to discuss planned public outreach activities. The RAMP UP North EA explained the importance of the *Safayi* registration survey and introduced the survey team to participants. At the end of the meeting, flyers were distributed to all participants and the Mayor asked the *mullahs* to announce *Safayi* registration in their mosques.

The **Pul-e-Khumri** Municipality announced the R2 ***Family Park Construction*** project PPP for the second time as they were unsuccessful in securing any viable interests in response to the first announcement. The municipality hired a gardener and security guards and has committed to allocating funds in next year's municipal budget for greening and general park improvement. The R3 Public Latrine Construction project PPP has been publicly announced and the municipality has received some proposals from contractors.

On July 16, 2013, the RAMP UP North Public Outreach Advisor met with the **Khulm** Mayor to get his endorsement on the *Safayi* registration awareness letters. As a result, 60 flyers were distributed, and the Mayor assigned an announcer to announce *Safayi* registration to citizens.

SAR-E-PUL POST-FLOOD ASSISTANCE

In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of approximately 70,000 residents. These flash floods killed 22 people, left thousands homeless and sheltered in mosques and schools, and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the wall being breached, floodwater destroyed numerous homes, collapsed one pedestrian bridge, damaged approximately six kilometers of roadway and related culverts and drainage ditches, and substantially damaged the approaches to a vehicular bridge.

With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor to conduct a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, footbridge, canal retaining wall, and bridge.

The subcontractor on the ***Vehicle Bridge Construction*** project continued at a slower with the subcontractor working on shuttering for the concrete slab. By the end of the reporting period, 75 percent of the overall work was complete. The project is consistently monitored by the **Sar-e-Pul** Municipal Engineer and by the RAMP UP North Engineering Advisor.

The subcontractor on the ***Footpath Bridge Construction*** commenced formwork for the abutment caps and at the end of the month, the project was 82 complete. The project was monitored by the RAMP UP North Engineering Advisor on a daily basis.

The following table captures progress to-date on the post-flood assistance projects in Sar-e-Pul:



EA conducts a CSC citizen survey in Aqcha.
- July 03, 2013



Safayi registration Public Outreach activities continue in Pul-e-Khumri with flyer distributions. - July 15, 2013



Sar-e-Pul Vehicle Bridge Reconstruction project. - July 17, 2013



Sar-e-Pul Footbridge Construction project.
- July 17, 2013

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS

Round	Project Title	Start Date	Planned End Date	% Complete	Comments
PFA-001	Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	CLOSED Project Scope: 19.6 Km Canal
PFA-002	Emam Sahib Road and Culvert Repair	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Road Km & 2 Culverts Certificate of Sub Project final Close Out & Acceptance issued to MTL.
PFA-003	Lelami Road and Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts Certificate of Sub Project final Close Out & Acceptance issued to MTL.
PFA-004	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall 10% retention payment document submitted to GSC office on June 18.
PFA-005	Construction Inspection & Testing (QA/QC)	10-Dec-12	Ongoing	20%	Tests are on-going
PFA-006	Footbridge Construction	8-Oct-12	30-Jul-13	82%	Project Scope: 20m Bridge. Concrete casting of abutment caps and curing.
PFA-007	Vehicle Bridge Reconstruction	21-Jan-13	30-Aug-13	75%	Project Scope: 16m Bridge. Time extension request issued by HO to CO. Installing form work for deck slab and sourcing vibration pads. Subcontractor instructed to procure vibration pad according to design.

UPCOMING ACTIVITIES

Due to *Ramadan* and *Eid* periods in July and early August, work slowed on R3 projects. RAMP UP North will work with subcontractors to develop and implement recovery plans to bring the projects back on schedule. During August, work is scheduled to begin on district-municipality R1, R4 and some R5 projects as well as the CSCs.

Support will continue to municipalities for *Safayi* registration and business registration and licensing, two major revenue generation activities. The LED strategic planning process will continue with the start of LED Workshop IIIs in the provincial ring road municipalities. Data gathering activities will also be initiated for the development of economic profiles for the three district municipalities of **Andkhoy**, **Aqcha** and **Khulm**. Process mapping for those services to be provided by the first group of citizen service centers (**Aqcha**, **Aybak**, **Sar-e-Pul** and **Sheberghan**) will be completed and planning activities will be initiated for a second group of citizen service centers in **Andkhoy**, **Khulm**, **Maymana**, and **Pul-e-Khumri**.